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Com-11

8 May 1963

**MEMORANDUM FOR: Executive Secretary
Scientific and Technical Personnel
Advisory Committee**

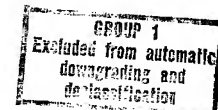
SUBJECT: Suggested Agenda Items

1. In accordance with the agreement at the first meeting of the Committee, I am forwarding some thoughts and suggestions for both immediate and subsequent consideration by the Committee.

a. Perhaps the most immediate important task for the Committee is to develop the necessary standards and procedures for the implementation of the new scientific pay schedule as established in [redacted]. I believe that it would be appropriate for the Committee to be advised of the total requirement although each Deputy Director may wish first to review his requirements with the Comptroller. In order for the Committee to carry out its responsibility in this matter, I believe there should be established an ad hoc task force to try to develop some criteria to serve at least as rough guide lines in determining the qualifications of individuals and appropriate pay rates.

b. Recruitment - The question of recruitment and the air of urgency that has surrounded this topic has resulted in so much action by so many people and is the basis for so many schemes that I believe it would be a useful thing to have the Committee take stock of this situation exactly as to what progress has been made, what the remaining needs are and what steps might best be taken collectively or individually to get this topic into proper perspective and appropriate actions taken on both an immediate and long range basis. As a first

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step, therefore, a good rundown by [] on present stature of our capability, projects underway by various offices, results achieved, lessons learned, etc., would be appropriate. If, in addition to this there are certain other experiences that have proved useful to individual members of the Committee, these may be cited for the benefit of all. I believe personally that there is great potential for gain to all of us if recruitment of S&T personnel, which is generally conceded to be in the hard-to-get category, were approached on a joint Agency basis, mutually helping and assisting as opposed to individual parochial recruitment efforts. As one suggestion the Committee might select from the offices under its cognizance a few individuals who might be made available to the Director of Personnel for prolonged assignment in the field to work with the field recruiters. Such individuals should be carefully chosen to make the best possible impression on the campuses as well as be able to open up potentially fruitful future sources for recruitment purposes.

This might involve having good contacts in various research organizations, professional societies, commercial firms, etc. These representatives would, therefore, generally speaking, be professionally established scientific personnel at fairly senior levels and should be carefully and thoroughly briefed in all of the technical activities of the Agency. If this could be done, it ought to provide an immediate assist in filling any present vacancies plus helping to establish a more enduring basis for future recruitment. These individuals might even further expand their duties to acquaint themselves with recognized experts in the field of scientific and technical personnel management and administration, also become acquainted with practices and techniques of firms that have eminently successful personnel relations where technically qualified people are involved. Periodic reports to the Committee on the whole broad spectrum of their findings and achievements would be in order. During the summer these representatives might also relieve the regular recruiters in order that they may come back to Headquarters for a few weeks to learn more at first hand of the Agency's technical programs. In addition, attendance at such existing programs

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as the guided missile orientation courses put on by DOD may further increase their confidence and competence in dealing with technical prospects.

An additional internal step that I think is very important is to speed up the process of determining Agency interest in a candidate. This has often been cited and numerous appeals issued trying to encourage more expeditious handling of files. There can be no doubt that we are still far short of a desirable record on this score. The handling of an applicant's file involves, I believe, two very important factors; one is to insure that all potentially interested offices have considered the file before a rejection is made, and secondly, that this Agency-wide consideration must be done in a short period of time. As a general rule, I believe that an individual who has filed his application ought to receive some acknowledgment and indication of interest by the end of two weeks, preferably one week. It has occurred to me that it may be possible to use the Committee as a quick mechanism for determining possible interest in applicants. For example, it may be feasible to work out some arrangement where all of the applications received during any one week are duplicated in sufficient copies that they could be sent to the Committee members as rapidly as they come in and then at the end of the week or very early in the following week a meeting convened wherein determinations could be made relative to putting the applicant in process, who would be interested in interviewing, etc.

This may be a topic that could best be staffed out by the Office of Personnel with specific proposals submitted to the Committee for approval. I personally feel that this is really a very important item, and I am sure that the placement officers can bear out the fact that enumerable instances can be cited of inexcusable delays, incomplete consideration, losses of highly promising prospects and even rejections of people by one office when it could be demonstrated that two or three other offices would have been highly interested in the individual. It simply does not make good sense for us to have people out preaching the urgent needs of the Agency for scientific and engineering personnel only to have weeks go by before any expression of interest is forthcoming or even have

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people rejected who would appear to fit stated qualifications. This kind of practice is not only discouraging to recruiters, it leaves a bad taste in the mouth of referral sources, consultants, faculty advisors and the individuals themselves. The dissatisfaction and disillusionment of such people is bound to find its way through their circles of associates. I really think it is difficult to overemphasize the long term importance of good performance on this score.

c. Developmental - Another important objective of the Committee is to seek the maximum utilization of S&T personnel. Effective utilization and the provision of growth opportunity is not only consistent with good management but is also essential to the retention of valuable personnel. This objective in spite of its vital importance is nonetheless a very difficult one to achieve. I have no doubt as time goes along and the Committee develops increasing rapport and mutual understanding, there will be specific proposals for rotational assignments, transfers and other actions that will be in the mutual interest of personnel and management. One very practical step that I believe will be very instrumental in helping to achieve these objectives is the institution of a system of vacancy notices. In brief, this would work as follows. Each office having vacancies requiring scientific and technical personnel at any grade level could prepare for circulation to all other offices where such personnel are likely to be employed simple job descriptions and a statement of qualifications desired.

All personnel both within the issuing office as well as the other offices would have the opportunity to consider and express interest in these openings. It could be demonstrated that such a practice is often able to surface needed talents not currently being utilized and even forgotten people whom fate has cast into different assignments than they may have originally anticipated. It can also surface excellent personnel who have little or no remaining advancement opportunity in their present assignments. It has also the good psychological effect of making each person feel that he has an Agency opportunity as opposed to a local branch or division opportunity. Similarly, many scientific and

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technical personnel may be experiencing a strong desire to get closer to hardware or conversely closer to intelligence production, others may be anxious for field assignments, overseas tours, etc. It is entirely possible for such a system to function consistent with the best interests of the Agency as well as individuals. It is sometimes argued that management loses control of such a system but this, if it happens, is simply a reflection on an already inadequate management that was probably doomed to failure anyway. I would suggest here again that a specific action be assigned to a working group to prepare specific statements of policy and procedure for the consideration of the Committee. This working group probably should consist of a representative of each of the components represented on the Committee including the Office of Personnel.

d. Training - I believe that the Committee should sponsor the establishment of a Junior Officer Training Program expressly for scientific and engineering personnel. I believe that it is fair to say that the JOTP as it has existed to date has not served to any significant degree the needs of the S&T offices. I believe, however, that it is entirely possible that a program of junior officer trainees can be developed that would be responsive to the needs of the technical offices. I would recommend the establishment of a task force to include the Office of Training, and to proceed with due haste on this objective in order that the program may be ready for implementation by the beginning of the recruitment season this fall.

e. Miscellaneous

(1) It has been suggested by some of the DD/R supervisors that they would like to see the Personal History Statements modified to include the provision of professional references. There is attached in this connection a form used by the Air Force for the solicitation of such professional evaluations. If you think appropriate this idea might be aired before the Committee to determine whether there is sufficient interest to warrant a modification of or addendum to the present PHS forms.

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(2) It has been suggested by some of our supervisors that the probationary period of scientific and engineering personnel be extended from one to two years in the belief that a longer period of time is necessary to more adequately evaluate new personnel, and that if this were done it is possible that marginal cases which have heretofore been approved at the end of the first year because of the uncertainty might be resolved differently if a longer period of time to reach more firm and definitive evaluations was permissible.



2. Most of the major suggestions above, it can be readily seen, will require the continued attention of the Committee. I will be glad to elaborate further on any of these points if desired. While there are still further items that I think may be appropriate for Committee consideration, I would like to delay until a later date because I believe the foregoing are the most important and involve quite sufficient work for the immediate future.


Executive Assistant
Deputy Director (Research)

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Attachment
As stated

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